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83-4601

15 August 1983

PERSONAL MEMORANDUM FOR THE DIRECTOR

FROM : Curator, Historical Intelligence

SUBJECT: Suggestions for HIC Continuity

1. This memorandum is for your information, and suggests certain considerations to assure the continuity, independence and integrity of the CIA Historical Intelligence Collection.

2. Background information regarding the Collection is attached for your reference.

3. I will be retiring from the Agency at the end of the year, and believe the DCI might wish to become acquainted with several issues concerning the Collection and the suggestions of its Curator at a time such cannot be misinterpreted by some as self-serving.

4. Suggestions and discussion:

a. I suggest the DCI, with such consultation as he deems appropriate, appoint a new Curator, Historical Intelligence, at an early date. I suggest further that, if possible, the appointee be an SIS-level with considerable Agency experience and institutional knowledge, preferably one with extensive clandestine services or technical collection background (the major service priorities of HIC). Consideration should also be given to establishing a two or three year appointment cycle for the Curator.

Discussion: I have recommended an SIS, carrying the slot on his or her back, to assure both the independence of the Curator and to obtain the level of institutional knowledge and experience required of the position. The existing slot, GS-14, I believe, will not serve these considerations.

(In my case, the abrupt end of security-counterintelligence during the investigative period made the broad institutional knowledge I had acquired in that work eminently available. I sought the appointment aggressively, and with the endorsement of such as Jim Angleton, secured it.

My situation was decidedly unique and provided the expertise needed to meet the increased demands of the posi-

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tion. As I have been reminded constantly, the work of the Curator does not serve directly the duties and functions of the host office, and it has been unwilling to enhance the slot. I believe that now a more senior grade level will be necessary.

I have suggested a limited term of appointment be instituted in the belief that a periodic refreshing of institutional knowledge is more desirable in the post than continuity. This would also permit appointment opportunities among highly qualified officers near the end of their careers, thus giving the Agency one last opportunity to exploit and profit from their institutional knowledge.

The writer has proposed such an appointment be soon to provide the new Curator--the third in the 27-year history of the Collection--sufficient overlap for familiarization and "on-the-job training," by his or her predecessor. I have no ego problem with being replaced, and working for, a more senior successor in my remaining months with the organization.

- b. I suggest this transition be exploited as an opportunity to provide the Collection with a protective environment.

Discussion: Because the Collection's customer base and activities are at once foreign to the traditional activities of the host office, I have confirmed that on at least one occasion a proposal was advanced that the Collection be eliminated as a means of reducing costs and recovering both slots and space. A later thought, also reported to me, is to reclaim the two positions and to integrate much of the Collection with the main library at the time of my retirement, i.e. when the Collection would be most vulnerable.

This transition period might also be the occasion for attempts by other components to absorb the Collection to meet specialized needs. Although benefiting the receiving component, this would have the unfortunate effect of eliminating broad Agency access to its important knowledge base. During my period I was successful, in small part, in the back-stage defeat of proposals that would have placed the Collection under Public Affairs or the History Staff.

In the former instance, I had little doubt the Collection's mission would have been redirected almost exclusively to research for the Publications Review Board

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and for response to external inquiries, tasks HIC performs for Public Affairs on a regular basis. In the latter case, I feared the Collection would be converted to a research arm for the writing of histories and referencing historical inquiries, tasks with which HIC sometimes assists.

With either, although I am on extremely friendly terms with the senior managers of the two functions, I feared the principal customer base, the clandestine services and others, would either be given reduced service or be reluctant to avail themselves of the Collection because of the more overt functions of such a new host.

At the time of the last Inspector General review, a senior inspector stated, "It is obvious that HIC does not belong in OCR. Where do you think it should be?" I was in total accord with his first statement, but could suggest no alternative. I have given it a great deal of thought in recent months, and suggest these alternatives for your consideration:

(1) Assign the Collection administratively under the Executive Director, with OCR continuing to provide the space and acquisition/cataloging services as it does now for other specialized holdings in the Agency. This, of course, would be the ideal protective environment.

(2) The Director, Center for the Study of Intelligence, OTE, has indicated his desire to acquire the Collection, and tells me he has already broached the idea with the Executive Director. With the clear proviso that the Collection would not be converted primarily to a research arm for work done at the Center or for OTE, this is an acceptable solution. Again, OCR would be expected to continue to provide the space and acquisition/cataloging services. An SIS-rank for the new Curator would be an invaluable guarantee such an arrangement would work without prejudice to other HIC customers.

(3) Affirmation of interest by the DCI and the appointment of an SIS-rank officer as the new Curator would permit the Collection to remain unthreatened in OCR for the time being. This would be the easiest to implement, albeit only a temporary solution.

c. I suggest that in any transition as described above the staffing be restructured, raising the grade level of the Assistant to the Curator and adding a clerk-typist. I offer that an Assistant at the GS-09/11 level and a clerk-typist at the GS 05/06 level would

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provide the minimum support necessary to the new Curator under present conditions and service levels.

Discussion: The HIC reference system is not automated, a situation not of my choice. The storage and retrieval of intelligence materials is done as it would have been done 25, 50 or 100 years ago--knowledge, memory, 3x5 cards, topical files and informed hunches.

Under these circumstances, the Assistant to the Curator is the backbone of the office and provides the continuity of information storage and recovery for prompt and accurate response to customer inquiries. Should a shorter tenure for the Curator be adopted, as suggested above, reliance on the Assistant would be increased.

Unfortunately, the present host office has advised repeatedly that it will not support a grade greater than GS-07. As an example: [redacted] whose pithy reviews you may recall from Studies in Intelligence, although the top-ranked GS-07 in OCR, a tested level 5 in Russian, and highly experienced with the Collection, had to leave the position ("to join OCR," as one friendly observer put it) to obtain her present GS-08. She had been in grade ten years when she found it necessary for career advancement to leave HIC.

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To replace [redacted] the host office advertised internally at the GS-05/07 level. Of those responding, all were unskilled clerks seeking promotion. Few were readers of books of any type, none had even casual contact with books dealing with intelligence, and almost uniformly they expressed lack of interest in the outside reading obligations and language study requisite in the position. None had the bent for dealing with customers at all levels, particularly senior officials.

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A wise decision by the Director, OCR, substituted a rotational assignment by [redacted]. She has been in the position for over a year, and has it under control. It is, however, a rotational assignment in which she has been alerted there is no potential for promotion. Although not an issue in her case, rotational assignments do not provide the time or incentive for the immersion in the Collection necessary for the Assistant to provide effective research to the Curator and to the customers.

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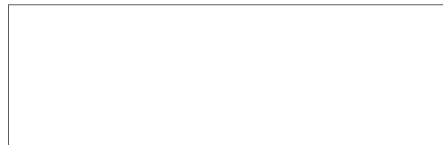
I believe the next Curator would be served well by redesignation of the position upward.

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The clerk-typist position has been suggested for two reasons. First, to relieve the Assistant to the Curator of the many menial chores in running the library, mail runs and the production of endless photo-copies for files and customers. I believe strongly that the skills of the Assistant should be focused on reference and customer service. Second, I believe the Collection should have a typing capability for production of its product. During my tenure, I have been the Collection's production typist for most items, and have been forced to beg assistance from other offices for the rest, including those of customers. This, of course, should not be, and would be remedied by addition of a clerk-typist.

5. This memorandum has not been routed, coordinated or distributed. However, after thirty-two years with the Agency and the approach of retirement, I feel the issues important enough to bring to your personal attention unaltered, despite the bureaucratic faux pas in the way it is done.



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ATTACHMENT

CIA HISTORICAL INTELLIGENCE COLLECTION

Location: The CIA Historical Intelligence Collection [HIC] is located in Vault 1E41A, CIA Headquarters. It functions administratively under the Office of Central Reference, DD/I, and its personnel [Intelligence Officer (Curator), GS-14, and Assistant to the Curator, GS-07] are slotted in the Office of the Chief, LSD, OCR.

Access: HIC is available for use by all personnel with Staff or Staff-access CIA building badges, including those from other intelligence community organizations. Its materials are loaned to other community elements and are made available from time to time to authorized foreign liaison.

History: The CIA Historical Intelligence Collection was created at the direction of DCI Allen W. Dulles on 31 January 1956. Dr. Walter L. Pforzheimer, the former Legislative Counsel and an intelligence literature collector in his own right, was appointed Special Assistant to the DD/I and tasked with establishing and managing the Collection. Ultimately, the Collection was placed with the Office of Central Reference, and its chief was designated Curator, Historical Intelligence.

An early study notes that DCI Dulles conceived the Collection to be a working repository of books and periodicals on all aspects of intelligence, beginning with the earliest written accounts of intelligence operations and continuing to the present. He saw it as a reservoir of knowledge recording both the "how to" and the "how it was done" of the intelligence profession. He believed the literature contained sufficient precedents on which professional intelligence officers might draw, much as an attorney draws on old and new law volumes. He saw the usefulness of such materials for training purposes, and hoped the existence of such a collection would imbue young intelligence officers with the traditions of a uniquely-American intelligence service.

The greatest growth of early materials dealing with intelligence occurred during this period. As one author described that time, "The Curator, a senior career official by trade but by avocation a bibliophile of some note, is annually allocated a handsome budget to travel around the world in search of rare books and documents on espionage." From an initial holding of some 1,500 books assembled internally, the Collection increased ten-fold during Dr. Pforzheimer's period. It was then, as well, that an extensive Congressional holding was acquired.

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These early years experienced a growing number of works dealing with World War II, and the first trickle of books discussing CIA. The primary users of the Collection for operational purposes were the Counterintelligence Staff and Division D, DD/O; and the Security Research Staff, Office of Security. Yet, another author was not far from the mark when he referred to other users as "properly cleared researchers who want to dress up their learned reports."

The appearance of books dealing with the Agency sparked an unusual authority being granted the Curator. DCI Action Memorandum A-311, dated 1 November 1963, empowered the Curator to call on anyone in the Agency with the necessary expertise to provide informed analysis of new materials, and to alert the DCI and other senior officials when such publications appeared. The informed analysis responsibility of the Curator was overtaken by events of the decade that followed; a growing number of books, press disclosures and the like, shifted analysis and damage assessment to the affected Agency components. HIC surrendered the process, yet remained integral to it.

On 15 June 1974, [redacted] former Chief, Special Activities Operations, Security Research Staff, was appointed Curator to succeed Dr. Pforzheimer, who retired.

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The Collection took on a new focus, much attributable directly to the times--congressional investigations and press disclosures--and the need to discover and document the events of the past. HIC assumed a prominent role in this process. Yet another assignment to HIC was determination of historical and procedural precedents supporting the contested Agency activities. The flood of books and articles since that time have swelled the Collection to almost 22,000 titles and tripled its topical files.

The severe loss of institutional knowledge and records destruction which occurred in the 1970's has resulted in more reliance on the Collection by senior management and operational components. Early authorization for HIC to contact Agency retirees to aid in reconstruction of specific events has proven a highly effective tool in this regard.

HIC has been a frequent way-station to visitors from foreign intelligence services, academia, the media and the Congress, by request of sponsoring components. It has received mention in the public and professional prints, most often in favorable terms. One called it "the finest library of overt intelligence materials in the world." Yet another described it as "resembling nothing so much as a large used-book store on the

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seedier side of Manhattan." The most amusing, perhaps, were two Jack Anderson pieces. The first of these began:

The full history of the United States, given the secretiveness of government officials, has never been told. Many of the nation's most fascinating historical documents are still classified, under lock in an unusual library--the "Historical Intelligence Collection," maintained by the Central Intelligence Agency.

The Curator: The Curator, Historical Intelligence, is a professional intelligence officer. Of the two who have directed the Collection during its 27-year history, neither has been a librarian, although managing a specialized library. Neither has been an historian in the strictest sense, although employed in seeking out the past in the literature of intelligence and other sources to meet current needs. The Curator must be a bit of both of these, but of greater importance is a degree of experience in the craft with which he works. Where most analytical and research positions involve abstraction from actual personal experience, the Curator is required to meld such personal knowledge and institutional memory with those of contemporaries in the conscious reconstruction of events. The Curator must be prepared to perform a wide variety of research tasks for senior constituent groups and have a positive desire to assist Agency officers in performing successful research in the Collection and directing them to productive sources elsewhere in the Agency. The Curator's time schedule and priorities are usually established by those of the consumers; yet, the Curator works with a high degree of independence and has direct control over how the product is developed and presented to the consumer.

Consumers: It is an anomaly that although the Collection is "rationed and quartered" in the DD/I, that Directorate is only a minor customer in its operation. Some 90% of the Collection's research activities are in support of the clandestine services and the several offices of the DCI. The largest portion of the remainder is in support of the Office of Security regarding foreign and domestic espionage cases and leak investigations. HIC's research product is delivered directly to the consumer, and has not been subject to normal DD/I review and release procedures, a result of both the compartmentation desires of some of its customers and the frequent sensitivity of the information sought for operational application.

Support: Although the Collection's support activities have varied according to needs of the time, the type of assistance given is illustrated by the following current activities:

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HIC scans many U.S. and foreign publications for articles on intelligence. Concerned elements are notified of those reflecting compromise or having adverse impact on the Agency, and standing requirements of such components are also serviced. These and other materials meeting retention standards are categorized and filed in the Collection for later recovery.

HIC reviews various bibliographic and selection listings for information on forthcoming books of intelligence interest and makes appropriate notification to senior officials and concerned elements at that time. Copies of the actual book or article are provided when they appear. Recommendations are made for possible review of important works in Studies in Intelligence. HIC is also called on when necessary in damage assessment preparation.

HIC guides Agency and community officers in the exploitation of the Collection, with recommendations of suitable (and unsuitable) works addressing the problem being studied, research methods which may be productive, etc. Assistance to career trainees on their initial desk assignments and to interns has received enthusiastic and favorable "feedback" from them.

HIC assists Freedom of Information Act/Privacy Act and declassification review officers in research of the public domain-prior disclosure-Executive disclosure status of specific items of contested information. It also performs reviews as required for the Publications Review Board, generally of those matters involving clandestine services activity.

HIC conducts research for senior-level customers as requested. The product may be used for publication, public and congressional responses, speeches, public affairs purposes and other official applications.

HIC recommends and provides in many languages, materials to be used for training of staff and agent personnel and for other operational purposes.

HIC conducts liaison with other governmental and sometimes non-government historical elements to seek their answers to official questions. In return, HIC fields questions from such elements. (The type of inquiries dealt with here are distinct from those the History Staff might have with the same elements.)

In sum, HIC offers internal researchers a knowledge base dealing with the profession, including the flood of books and

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articles of the last decade by former employees and critics alike. Often, of late, the Collection has been the only source of the desired information. Senior officers to be posted abroad, for example, regularly brief themselves with the Collection's country files, and some have commented that the Collection has more information about the past activities of the Agency and those of the intelligence services in the host country than is available on the area desk. Agency speakers have said repeatedly that more resource material dealing with the desired topics may be found in the Collection than found in the speakers' parent offices.

It is pleasing to note that several foreign liaison organizations have developed similar collections modeled after HIC, often incorporating duplicate books provided from the Collection.

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